

# TOBIAS KRETSCHMER

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## **Office address:**

Institute for Strategy, Technology and Organization  
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## **Personal**

*Date of Birth* 10 November 1971, Erlangen/Germany  
*Sex* Male  
*Nationality* German  
*Marital Status* Married, two daughters

## **Current Positions**

10/2006 – LUDWIG-MAXIMILIANS-UNIVERSITÄT MÜNCHEN, Munich, Germany  
*Professor of Management, Munich School of Management*  
*Director, Institute for Strategy, Technology and Organization*  
*Co-director, Organizations Research Group (since 01/2015)*  
*Coordinator, Master of Business Research and PhD Program (since 10/2010)*

## **Other Professional Affiliations**

07/2021 – Organization Design Community (ODC)  
*Vice Chair of the Board*

05/2020 – Strategy Science Section, INFORMS  
*Member of the Board*

07/2016 – Centre for Economic Policy Research (CEPR), London  
*Research Fellow, Industrial Organization*

08/2014 – Ifo Institute for Economic Research, Munich  
*Research Professor, Industrial Organization and New Technologies*

04/2007 – Center for Digital Technology and Management, LMU and TU Munich  
*Member of the Scientific Board, Scientific Director 10/2007-7/2008*

## **Previous Appointments**

10/2010 – 06/2014 Ifo Institute for Economic Research, Munich, Germany  
*Head of Center, Industrial Economics and New Technologies*

9/2001 – 10/2006 London School of Economics, London, UK  
*Lecturer in Strategy and Economics (awarded tenure in 2006), Managerial Economics and Strategy Group*

8/2000 – 9/2001 INSEAD, Fontainebleau, France  
*TMR Research Fellow, Economics and Political Sciences Group*

## **Previous Affiliations**

01/2019 – 12/2021 Strategic Management Society  
*Chairperson, Knowledge & Innovation Interest Group*

09/2019 – 09/2020 UNIVERSITY COLLEGE LONDON, London, UK  
*Visiting Professor, School of Management*

9/2004 – 4/2018 HEC, Paris, France.  
*Visiting Professor, Strategy*

10/2003 – 09/2015 Centre for Economic Performance, LSE, London, UK  
*Research Affiliate, Productivity and Innovation Programme*

### **Previous Affiliations (ctd.)**

- 08/2009 – 08/2014 University of Southern Denmark, Odense  
*Adjunct Professor, Strategic Organization Design*
- 7/2001 – 4/2013 ETLA, Helsinki, Finland:  
*Associate Research Fellow, Industrial Economics and International Business Program*
- 10/2004 – 02/2012 AESE Business School, Lisbon, Portugal  
*Visiting Professor, Microeconomics*
- 06/2008 – 09/2010 Ifo Institute for Economic Research, Munich  
*Research Professor, Human Capital and Innovation*
- 7/2006 – 07/2009 University of Tromsø, Department of Economics  
*Adjunct Associate Professor in Economics*
- 11/2002 – 11/2004 Warsaw University of Technology Business School, Warsaw, Poland  
*Visiting Professor, Microeconomics*

### **Education**

- 10/1996 – 6/2001 London Business School, London, UK  
*PhD, Department of Economics*
- 10/1992 - 10/1996 University of St. Gallen, St. Gallen, Switzerland  
*licentiatus oeconomicae (lic.oec.)*
- 8/1995 - 12/1995 Fuqua School of Business, Durham, North Carolina  
*Exchange Student, MBA Program.*

### **Research Interests**

- Competitive Strategy
- Platform Markets
- Organization Design
- Applied Industrial Organization

### **Refereed Journal Articles (\* denotes FT-50 Journals)**

- [1] \* Online Communities on Competing Platforms: Evidence from Game Wikis (with Johannes Loh). Forthcoming, *Strategic Management Journal*.
- [2] \* Hyperspecialization and Hyperscaling: A Resource-based Theory of the Digital Firm (with Gianluigi Giustiziero, Deepak Somaya, Brian Wu). Forthcoming, *Strategic Management Journal*.
- [3] \* Regulatory Spillovers and Data Governance: Evidence from the GDPR (with Christian Peukert, Stefan Bechtold, Michail Batikas). Forthcoming, *Marketing Science*.
- [4] Learning to search collaboratively: How dyads overcome complexity and misaligned incentives in imperfect modular decompositions (with Stefan Billinger, Stefano Benincasa, Oliver Baumann, Terry Schumacher). Forthcoming, *Industrial and Corporate Change*.
- [5] Digital “is” Strategy: The Role of Digital Technology Adoption in Strategy Renewal (with Nicolas Van Zeebroeck and Jacques Bughin). Forthcoming, *IEEE Transactions in Engineering Management*.
- [6] \* Platform Ecosystems as Metaorganizations: Implications for Platform Strategies (with Aija Leiponen, Melissa Schilling, Gurneeta Vasudeva Singh). *Strategic Management Journal*, 43/3 (2022), 405-424.
- [7] \* Market Competition and the Effectiveness of Performance Pay (with Khashabi, P., Heinz, M., Zubanov, N., Kretschmer, T., & Friebel, G). *Organization Science*, 32/2 (2021), 334-351.
- [8] Digital Transformation and Organization Design – an Integrated Approach (with Pooyan Khashabi). *California Management Review*, 62/4 (2020), 86-104.
- [9] \* Video Killed the Radio Star? Online Music Videos and Recorded Music Sales (with Christian Peukert). *Information Systems Research*, 31/3 (2020), 776-800.

### **Refereed Journal Articles (ctd.)**

- [10] \* Experience, Consumers, and Fit: Disentangling Performance Implications of Pre-Entry Technological and Market Experience in 2G Mobile Telephony (with JP Eggers and Michal Grajek). *Organization Science*, 31/2 (2020), 245-265.
- [11] Static or Dynamic Efficiency - Horizontal Merger Effects in the Wireless Telecommunications Industry (with Michal Grajek, Klaus Gugler, Ion Miscisin). *Review of Industrial Organization*, 55/3 (2019), 375-402.
- [12] \* Follow the Crowd or Follow the Trailblazer? The Differential Role of Firm Experience in Product Entry Decisions in the US Video Game Industry (with Hakan Özalp). *Journal of Management Studies*, 56/7 (2019), 1452-1481.
- [13] Competitive Pressure: Competitive Reactions at the Group-Level (with Leon Zucchini and Stephan Böhmer-Horländer). *Industry and Innovation*, 26/6 (2019), 643-666.
- [14] Organization Design and Firm Heterogeneity: Towards an Integrated Research Agenda for Strategy (with Florian Englmaier, Nicolai Foss and Thorbjörn Knudsen). *Advances in Strategic Management*, 40 (2018), 229-252.
- [15] Balanced Control as an Enabler of Organizational Ambidexterity (with Karl Aschenbrücker). *Advances in Strategic Management*, 40 (2018), 115-144.
- [16] \* Platform Architecture and Quality Tradeoffs of Multihoming Complements (with Carmelo Cennamo and Hakan Özalp). *Information Systems Research*, 29/2 (2018), 461-478.
- [17] Target Choice and Unique Synergies in Global Mobile Telephony: A Dyadic Approach (with Jörg Claussen and Rebecca Köhler). *Industrial and Corporate Change*. 27/2 (2018), 371-386. Nominated for the Ralph Gomory Best Industry Studies Paper Award 2019, Industry Studies Association.
- [18] Piracy and Box Office Movie Revenues: Evidence from Megaupload (with Christian Peukert and Jörg Claussen). *International Journal of Industrial Organization*. 52 (2017), 188-215.
- [19] Competition with Aftermarket Power when Consumers are Heterogeneous (with Dainis Zegners). *Journal of Economics and Management Strategy*. 26/2 (2017), 96-122.
- [20] Generational Transitions in Platform Markets – The Role of Backward Compatibility (with Jörg Claussen). *Strategy Science*. 2/1 (2016), 90-104.
- [21] Cloud Readiness Across Industry Sectors – Measurement and Observations (with Katharina Candel Haug and Thomas Strobel). *Telecommunications Policy*. 40/4 (2016), 291-306.
- [22] \* Vertical Scope, Turbulence and the Benefits of Commitment and Flexibility (with Jörg Claussen and Nils Stieglitz). *Management Science*. 61/4 (2015), 915-929.
- [23] \* When less can be more – Setting technology levels in complementary goods markets (with Jörg Claussen and Christian Essling). *Research Policy*. 44/2 (2015), 328-339.
- [24] Public R&D as a Standard-Setting Device (with Achim Hecker): *Industry and Innovation* 7-8/21 (2014), 599-615.
- [25] \* Trust over Time in Exchange Relationships: Meta-Analysis and Theory (with Bart Vanneste and Phanish Puranam). *Strategic Management Journal*. 12/35 (2014), 1891-1902.
- [26] The Contribution of ICT to Productivity – Key Conclusions from Surveying the Empirical Literature (with Mélisande Cardona and Thomas Strobel). *Information Economics and Policy*. 3/25 (2013), 109-125.
- [27] Workplace Voice and Civic Engagement: What Theory and Data Tell Us About Unions and Their Relationship to the Democratic Process (with Alex Bryson, Rafael Gomez and Paul Willman). *Osgoode Hall Law Journal*. 4/50 (2013), 1-33.
- [28] \* The effects of rewarding user engagement – The case of Facebook apps (with Jörg Claussen and Philip Mayrhofer). *Information Systems Research*. 1/24 (2013), 186-200.
- [29] The Comparative Advantage of Non-Union Voice in Britain, 1980-2004 (with Alex Bryson, Rafael Gomez and Paul Willman). *Industrial Relations*. 1/52 (2013), 194-220.
- [30] Identifying Critical Mass in the Global Cellular Telephony Market (with Michał Grajek). *International Journal of Industrial Organization*. 30 (2012), 496-507.

### **Refereed Journal Articles (ctd.)**

- [31] \* Competitive Pressure and the Adoption of Complementary Technologies (with Eugenio Miravete and José Pernías). *American Economic Review*. 2/104 (2012), 1540-1570.
- [32] The Dynamics of Pre-Market Standardization (with Sven Kerstan and Katrin Mühlfeld). *Information Economics and Policy*. 1/24 (2012), 105-119.
- [33] Firm Innovativeness Across Cluster Types (with Andreas Eisingerich, Oliver Falck and Stephan Hebllich). *Industry and Innovation*. 3/19 (2012), 233-248.
- [34] Broadband Infrastructure and Economic Growth (with Nina Czernich, Oliver Falck and Ludger Wößmann). *Economic Journal*. 5/121 (2011), 505-532.
- [35] \* Are Family-Friendly Workplace Practices a Valuable Firm Resource? (with Nick Bloom and John Van Reenen). *Strategic Management Journal* 4/32 (2011), 343-367.
- [36] Outsourcing Decisions: The Effect of Scale Economies and Market Structure (with Achim Hecker). *Strategic Organization* 2/8 (2010), 155-175
- [37] New Product Development and Firm Value in Mobile Handset Production (with Heli Koski). *Information Economics and Policy* 1/22 (2010), 42-50.
- [38] Usage and Diffusion of Cellular Telephony, 1998-2004 (with Michał Grajek). *International Journal of Industrial Organization* 2/27 (2009), 238-249.
- [39] Corporate Productivity Growth: Champions, Leaders and Laggards (with Paul Geroski and Chris Walters). *Economic Inquiry* 1/47 (2009), 1-17.
- [40] \* Integration Through Incentives Within Differentiated Organizations (with Phanish Puranam). *Organization Science* 6/19 (2008), 860-875.
- [41] Splintering and Inertia in Network Industries. (Previously titled: Competition, Inertia and Network Effects). Winner of 2001 EARIE TMR Young Economists' Prize and the RES Young Economists' Award 2001. *Journal of Industrial Economics* 4/56 (2008), 685-706. *Winner of the 2008 Best Paper Award in the Journal of Industrial Economics*.
- [42] The Diffusion of Workplace Voice and High-Commitment Human Resource Management Practices in Britain, 1984-1998 (with Alex Bryson, Rafael Gomez and Paul Willman). *Industrial and Corporate Change*, 3/16 (2007), 395-426.
- [43] Innovation and Dominant Design in Mobile Telephony (with Heli Koski). *Industry and Innovation*, 3/14 (2007), 305-324.
- [44] Entry, Standards and Competition: Firm Strategies and the Diffusion of Mobile Telephony (with Heli Koski). *Review of Industrial Organization*, 1/26 (2005), 89-113.
- [45] Upgrading and Niche Usage of PC Operating Systems. *International Journal of Industrial Organization*, 8-9/22 (2004), 1155-1182.
- [46] Survey on Competing in Network Industries: Firm Strategies, Market Outcomes, and Policy Implications (with Heli Koski). *Journal of Industry, Competition and Trade*, 1/4 (2004), 5-31.
- [47] Competing in Network Industries: A Rejoinder (with Heli Koski). *Journal of Industry, Competition and Trade*, 1/4 (2004), 65-67.
- [48] Regulation and Market Evolution in 2G Telecommunications Markets: Some Observations (with Heli Koski). *Communications and Strategies*, 1/49 (2003), 67-79.

### **Books, Conference Proceedings and Other Publications**

- [49] Digital technology adoption drives strategic renewal for successful digital transformation (with Jacques Bughin and Nicolas van Zeebroeck). Forthcoming, *IEEE Engineering Management Review*.
- [50] ICT and Innovation: Editorial (with Carlo Cambini and Michael Ward). *Information Economics and Policy* 3/25 (2013), 107-108.
- [51] How much to Integrate? Firms' Profit-Maximizing R&D Allocations in Emerging Standard Settings (with Markus Reitzig). *Academy of Management Annual Meeting 2013 Best Paper Proceedings*.

### **Books, Conference Proceedings and Other Publications (ctd.)**

- [52] Business-Public Research Collaborations, Entrepreneurship, and Market Orientation: Impact on Innovativeness in Regional Clusters (with Andreas Eisingerich). Chapter 28 in D. Audretsch, O. Falck, S. Heblich (eds.), *Handbook of Research on Innovation and Entrepreneurship*, Edward Elgar, Cheltenham (2011), 448-468.
- [53] Work Life Balance, Management Practices and Productivity (with Nick Bloom and John Van Reenen). Chapter 1 in R. Freeman and K. Shaw (eds.), *International Differences in the Business Practices & Productivity of Firms*, NBER, Cambridge/MA.(2009), 15-54.
- [54] *Don't Worry About Micro: An Easy Guide to Understanding the Principles of Microeconomics* (with Dominik Heckner). Springer, Heidelberg (2007).
- [55] Standards Battles and Public Policy (with Luis Cabral). Chapter 10 in S. Greenstein and V. Stango (eds.), *Standards and Public Policy*, Cambridge University Press (2007), 329-344.
- [56] The What, the Who, and the How: Coordination Experience and Team Performance in the Electronic Game Industry (with Cristian Dezsö and Thorsten Grohsjean). *Academy of Management Annual Meeting 2010 Best Paper Proceedings*.
- [57] The Role of Product Complexity and Firm Competency on the Diffusion of User-Customized Systems (with Benedikt Gamharter). *Proceedings of the Multikonferenz Wirtschaftsinformatik, Munich*.
- [58] In E-Commerce, More is More (with Andreas Eisingerich). *Harvard Business Review*, March 2008, 20-21.
- [59] Catching up? Differences in 2G mobile diffusion in industrialized and developing countries (with Heli Koski). *Journal of Scientific & Industrial Research*, 66 (2007), 305-311.
- [60] The Global Wireless Communication Markets: What Will Shape Their Future (with Heli Koski). Proceedings of the 32<sup>nd</sup> Academy of International Business Annual Conference, Bath, UK (2005).

### **Working Papers**

Current unpublished working papers can be found at:

<http://ssrn.com/author=350496>

<http://econpapers.repec.org/RAS/pkr60.htm>

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## **Fellowships, Honours and Awards**

- Finalist, Best Paper Prize, SMS Special Conference Berkeley, March 2020. *Platform Competition and User-Generated Content: Evidence from Game Wikis* (with Johannes Loh).
- Annual Conference of the Associazione Italiana di Ingegneria Gestionale, Torino, October 2019. Keynote Lecture: *Platforms, Markets and Hierarchies: The Effects on Work and Organizations*.
- LISER IAB Conference 2020 at the Luxembourg Institute of Socio-Economic Research, Luxembourg, February 2020. Keynote Lecture: *Platforms, Markets and Hierarchies: The Effects on Work and Organizations*.
- Strategic Management Society Special Conference, Copenhagen Business School June 2014. Invited Plenary Lecture: *Organization Design and the Microfoundations of Strategy*.
- ICTNET Final Conference, OECD Paris June 2012. Keynote Speech: *ICT, Employment and Growth – A Silver Bullet?*
- Florence School of Regulation Academic Conference May 2012. Keynote Speech: *ICT and Innovation: A Complex Relationship*.
- AOM Best Paper Proceedings 2010: The What, the Who, and the How: Coordination Experience and Team Performance in the Electronic Game Industry (with Cristian Dezsö and Thorsten Grohsjean).
- Journal of Industrial Economics Award for Best Paper Published in 2008: Splintering and Inertia in Network Industries.
- DRUID Society Best Paper Award (06/09): Product Line Extension in Hypercompetitive Environments – Evidence from the US Video Game Industry (with Thorsten Grohsjean).
- NET Institute Summer Grant (06/09 – 10/09): Competitive Pressure and Innovation Complementarities.
- Anglo-German Foundation (08/06 – 08/09): Explaining Productivity and Growth in Europe, America and Asia.
- NET Institute Summer Grant (06/05 – 10/05): Competing technologies in the database management systems market.
- NET Institute Summer Grant (06/04 – 10/04): Co-opetition in Standard-Setting.
- LSE Case Study Development Grant (06/02 – present).
- EARIE Young Economists Essay Competition (08/01): Competition, Inertia, and Network Effects.
- RES Young Economists' Award (04/01): Competition, Inertia, and Network Effects.
- Training and Mobility for Researchers, TMR Research Fellowship for project “The Evolution of Market Structures in Network Industries” (01/99 – 04/99).
- ESRC Postgraduate Training Award (7/97 – 07/99).
- Deutscher Akademischer Austauschdienst (DAAD): Postgraduate Award (04/98 – 04/99).
- London Business School PhD Programme Financial Award (10/97 – 10/99).
- Travel grants from EC, Centre for Industrial Economics, Volkswagen Foundation, RES.

## **Teaching (Complete Courses, \* denotes courses taught in German)**

Undergraduate:	Strategy (LSE), Competition & Strategy (LMU), Economics for Management (LSE), Management and Economics of Network Industries (LMU), Organisationsökonomie* (LMU), Grundlagen der Betriebswirtschaftslehre* (LMU), Competitive Strategy and Game Theory (LSE Summer School), Principles of Marketing (LSE Summer School)
MSc/MBA:	Analysis of Strategy (LSE), Advanced Management and Economics of Network Industries (LMU), Innovation and Information (LMU), Thinking Strategically (HEC MBA), Microeconomics (Warsaw University of Technology MBA), Managerial Economics (CDTM Munich), Prices and Markets (INSEAD MBA – Tutor), Managerial Economics (LBS MBA – Tutor), Data Analysis (LBS MBA – Tutor)
Executive:	Microeconomics (AESE, Lisbon Executive MBA), New Technologies in Telecommunications (WU Wien Executive Academy), Economics (LMU Executive MSc), Short courses (KMD, Citigroup Private Banking), Thinking Strategically in the High-Tech Arena (Chief Executive Forum, Indian Institute of Planning and Management, 08/05).

## **Major Projects (selection, funder listed if applicable)**

2022 -	DIGItal COoperation Platforms (DIGICOP) (Financed by Bavarian Institute for Digital Transformation (bidt), <i>Principal Investigator</i> )
2015 –	<i>Organizations Research Group</i> (Financed by German Excellence Initiative), <i>Co-Director</i>
2019 –	<i>First-party complements in platform markets: a dynamic perspective</i> (Financed by German Research Foundation (DFG), Bonn), <i>Principal Investigator</i> .
2019	<i>Workshop on Information Systems and Economics (WISE), Munich, Co-Organizer.</i>
2015	<i>European Association for Research in Industrial Economics Annual Conference</i> (Munich), <i>Local Organizer.</i>

### **Major Projects ctd. (selection, funder listed if applicable)**

- 2013 – 2015      *The Role of Interdependencies and Fit in M&A Performance* (Financed by German Research Foundation (DFG), Bonn), *Principal Investigator*.
- 2011              *Workshop: Patente in der IKT* (Financed by Federal Ministry of Economics and Technology, Berlin), *Project Leader*.
- 2010 –            *ICT and Productivity Growth* (Financed by Deutsche Telekom AG, Bonn), *Project Leader*.
- 2011              *Roundtable on Measuring the Internet Economy* (organized by OECD, Paris), *Invited Expert*.
- 2010              *Munich Conference on ICT and Economic Growth* (supported by Deutsche Telekom, ifo Institute, LMU Munich, Microsoft), *Conference Organizer*.
- 2009 – 2010      *The Economic Impact of ICT* (Commissioned by DG INFSOC, Brussels), *Subproject Leader*.
- 2006 – 2009      *Explaining Productivity and Growth in Europe, the US and Asia* (Financed by Anglo-German Foundation, London/Berlin), *Principal Investigator*.

### **Other Professional Activities**

- Editorial Positions:      Senior Editor, *Strategy Science* (since 01/2022)  
Associate Editor, *International Journal of Industrial Organization* (since 09/2009)  
Editorial Advisory Board, *Industry and Innovation* (since 9/2015)  
Associate Editor, *Strategic Management Journal* (09/2014 – 12/2020)  
Coeditor, *Information Economics and Policy* (01/2011 – 7/2015)  
Associate Editor, *European Management Review* (03/2011 – 07/2014)  
Editorial Board Member, *Strategic Management Journal* (07/2013 – 08/2014)  
Editorial Board Member, *Journal of Organization Design* (since 07/2012)
- Seminar Organisation:      Weekly Seminar “Management and Microeconomics (M&M)”, LMU Munich (co-organized with Andreas Richter and Ralf Elsas, since 04/2007).  
Monthly seminar on “Technology, Innovation, and Entrepreneurship (TIME)”, LMU/TU Munich (co-organized with Joachim Henkel and Dietmar Harhoff), since 11/2006.  
Biweekly CEP/IIM Seminar, London School of Economics, 2004-6 (co-organized with Geoffrey Owen).
- Academic service:      Track Chair (Strategy), European Academy of Management (EURAM), Paris, 05/07, LSE Management Summer School Academic Director (2005 – 2006), LSE IIM MSc Admissions Tutor (2003 – 2005), LSE IIM Student Recruiting (2004 – 2005), Data Advisory Group Representative, LSE (2004 – 2006), LBS PhD Students’ Association President 1998/1999, Academic Representative 1997
- Visiting Scholar:      Tokyo University (2010), Odense (2009), ESMT Berlin (2009), London Business School (2008), Stern School of Business, NYU (2008), HEC School of Management (2008), Wissenschaftszentrum Berlin (2001, 2002, 2004), ETLA (2001, 2002, 2004), Haas School of Business, Berkeley (1999), Institut d’Anàlisi Econòmica (1999).
- Visiting Lecturer:      University of Lancaster Management School (2002), Institute of Complex Strategic Studies, Moscow (2002), London Business School (2003/4), CDTM, Munich (2005).
- Referee:              Journals: Referee for over 5 academic journals in Economics, Strategy, Organization, Media Economics, Human Resources, Innovation, Marketing, Information Systems etc..  
Conferences: Regular reviewer for AOM, EARIE, DRUID, ITS etc..  
Research Bodies: Referee for over 10 national and European research bodies incl. ERC.  
Publishers: Palgrave MacMillan, Pearson Education.
- Media Mentions:      TV, radio and print contributions to Work-Life Balance, productivity, innovation, mobile apps, TV rights in football, online education, MOOCs etc.
- Member:              EARIE, AEA, Academy of Management, Strategic Management Society.
- Summer Schools etc.:      ESSID, Cargese (1998), ETIC, Strasbourg (1997), Industrial Economics Summer School, Copenhagen (1997), Workshop on Standardization Research, Hamburg (1997, 1999).

### **Invited Seminars**

Approx. 75 invited seminars at academic institutions in Europe, Asia, Australia and the US, and numerous talks, panel discussions at international conferences

### **Other Experience**

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|-----------------|--|
| 4/1996 - 7/1996 | SIEMENS AG, Medical Systems Division, Erlangen, Germany<br><i>Consultant, Central Division Quality Control and Logistics</i> |
| 6/1994 - 2/1996 | INSTITUTE FOR INFORMATION MANAGEMENT, St. Gallen, Switzerland<br><i>Part-Time Research Assistant</i>                         |
| 2/1995 - 4/1995 | SIEMENS SOUTH AFRICA, LTD., Johannesburg, South Africa<br><i>Intern, Strategic Planning Department</i>                       |
| 1/1994 - 4/1994 | MERCER MANAGEMENT CONSULTING, Munich, Germany<br><i>Intern, Research Analyst</i>   |

### **Languages**

German (native), English (fluent), Spanish (intermediate), French (intermediate).

### **Other Interests/Activities**

- Running (usually far)
- Music (usually dark)
- Cooking (usually too much)
- Football (exclusively Nürnberg)